

ORGANIZATIONAL CITIZENSHIP BEHAVIOR-LITERATURE

REVIEW AND THEORETICAL FRAMEWORK

NEETA BHATLA

Research Scholar, A.P.J Abdul Kalam Technical University, Lucknow, Uttar Pradesh, India

ABSTRACT

For organizations to be successful in this complex challenging environment it is important to have satisfied, committed and loyal workforce. Organizational citizenship behavior is defined as those extra work –related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations.(Bateman & Organ ,1983). The concept was introduced by Bateman and Organ in 1980's.Organ identified the five antecedents of OCB which includes altruism, conscientiousness, civic virtue, courtesy, sportsmanship .This paper brings out the various facts on organizational citizenship behavior.

KEYWORDS: Organizational, Employees, Loyalty, Commitment, Job Satisfaction

Received: Dec 03, 2015; **Accepted:** Mar 07, 2016; **Published:** Mar 11, 2016; **Paper Id.:** IJHRMRAPR20161

INTRODUCTION

The OCB concept originated from the conceptualization of management theorist Chester Barnard (1968, first publication was in 1938). According to Barnard, the vitality of the organizations depends on the willingness of individuals to contribute forces to the cooperative system. Willingness means de-personalization of personal action, and its impact is sticking together, meaning the union of efforts (Barnard, 1968). Barnard suggests that without sticking together, a personal effort cannot contribute to the organization. In 1964, Katz made important contributions to Barnard's observations.

Organ and his colleagues (Bateman and Organ, 1983; Smith, Organ and Near, 1983) used the term Organizational Citizenship Behavior (OCB). He states that organizational citizenship behavior is directly or formally not compensated by the organization's reward system.

Organ started studying discretionary behaviors in organizations and some of its possible antecedents (Organ ,1977; Bateman &Organ ,1983; Smith ,organ &Near ,1983). Organ (1988) has given five dimensions including altruism or helping behaviors, conscientiousness, sportsmanship, civic virtue and courtesy. Some researchers (e.g. Williams & Anderson, 1991) have also divided OCB into two types including behavior that is directed at individual (OCBI) and organization (OCBO) level. Organ and Ryan's (1995) Meta analysis of 55 studies showed that employees job attitudes especially job satisfaction and organizational commitment can predict OCB better than dispositional variables. The previous studies on organizational citizenship behavior focused on the four categories .Podsakoff(2000) identified two main categories of individual characteristics including employees attitudes and variables. Podsakoff and his associates (2000) explained several reasons why OCB might influence organizational effectiveness. First, OCB may enhance coworkers and managerial productivity. Second, OCB allows the resources to be used for more productive purposes in the organization. It helps to coordinate

activities both within and across work groups. OCB may also make an organization more attractive if employees speak favorably about the organization to outsiders.

Another antecedent which is more related to organizational citizenship behavior is organizational commitment (Schappe,1998; Schaubroeck and Ganster,1991;Ngunia et al ;2006).Organizational Commitment is the strength of an individual's identification and involvement in a particular organization as characterized by a strong belief in and acceptance of the organization's goals and values (Values commitment) along with readiness to exert considerable effort on behalf(1981) A positive relationship between job satisfaction and organizational commitment has been reported in studies(e.g ,Shin &Reyes,1995; Shann1998; Curri van ,1999).Majority of the researchers studied job satisfaction as an antecedent to organizational commitment(e.g., Shin &Reyes ,1995;Mathieu ,1991;Gaertner,1999;Testa ,2001).Previous research on OCB clearly indicates that global job satisfaction and organizational commitment has a positive influence a positive influence on OCB. Williams and Anderson (1991) classified and ,also distinguished behaviors directed towards individuals (OCBI) ,and behaviors directed towards the organization (OCBO).The classification given by organ (1988),included the five facets of OCB including altruism ,courtesy ,conscientiousness, civic virtue, Sportmanship.

Organ and Ryan (1995) found the relationship of job satisfaction and organizational commitment with the organizational citizenship behavior .Organizational commitment entails a high level of identification with the organization's goals and values, a willingness to exert effort for the benefit of the organization ,and a strong desire to maintain membership in the organization (Mow day, Steers &Porter,1979) .Moorman, et al (1993) have proposed a model for predicting OCB. The model includes the structural equation modeling used to describe the paths between the three job attitudes and OCB and among procedural justice, job satisfaction ,and organizational commitment. Konovsky and Pugh's (1994) proposed a structural model for predicting OCB through procedural justice, and trust in supervisor. Organ (1990) asserted that social relationship lead to the performance of OCB.

Re Smith (1983) and Organ and Bateman (1983) were first to conduct to research on the antecedents of organizational citizenship behavior and found that job satisfaction was the best predictor of organizational citizenship behavior. But according to research conducted by Penner(1997),the job satisfaction is not only one reason for the accurate prediction of OCB. Job satisfaction is a result of employees perception of OCB. Job satisfaction is the attitude of the employee towards the job and is also charterized by the perception of the individual

Employees who demonstrate conscientiousness towards their work,try to prevent problem with their employees,inform others before taking important actions and refrain from excessively complaining about work and likely to do so as organization is treated in a fair manner.As the employees are treated in a fair manner as they are job satisfied and committed. So such employees are required to go beyond their behaviors expected of them and increase organizational citizenship behavior. (Robert H.Moorman,Brian P.Niehoff and Dennis W.Organ(1993)

In their research was carried to investigate the individualism and collectivism as within culture individual difference and self reports of organizational citizenship behavior.The results were that individualism and collectivism are found to be the predictor of organizational citizenship behavior. (Robert H.Moorman and Gerald L.Blakely,1995)

In the research on meta anlytic review of attitudinal and dispositional predictors of organizational citizenship behavior.The relationship of job satisfaction and organizational citizenship behavior is stronger than satisfaction and in-role performance atleast among managerial,non-managerial and unprofessional groups.The attitudinal measures which

includes perceived fairness, organizational commitment, leader supportiveness correlate with OCB as job satisfaction. Dennis W. Organ and Katherine Ryan (1995)

In the research conducted on the Meta analytical relationship between LMX and OCB, Employees in high-quality LMX relationships are considered more likely to behave in ways that enhance the social and psychological context that supports task performance. This was based on the to understand the relationship between LMX and OCB, to build and tested a path model wherein employee affect (job satisfaction and organizational commitment) mediates between these two variables (Rick D. Hackett, 2004)

In the research conducted on developing organizational citizenship behavior, it focuses on the concept of organizational citizenship behavior and outlines what organization can do to encourage them. In this research it is found that there are number of factors which includes personal and situational that influence the development of OCB's and suggest ways in which organizations may promote them. While an ill-considered promotion of OCBs may lead to potentially dysfunctional outcomes, there seems little doubt that they can also contribute to improved organizational performance and help develop an organization's social capital and competitive advantage (Richard McBain, 2004)

In their research on organizational citizenship behaviors in retail setting. The study focuses on the potential antecedents of organizational citizenship behaviors in retail setting. There are direct predictors of organizational citizenship behavior which include job attitudes (job satisfaction and organizational commitment).

In the research conducted on individual differences and justice definitions predict organizational citizenship behavior role definitions and behavior. In turn, organizational citizenship behavior role definitions not only predict organizational citizenship behavior directly but also moderate the effects of procedural justice perceptions on organizational citizenship behavior (Dishan Kamdar, Daniel J. McAllister, Daniel B. Turban, 2006)

In the research on relationship of organizational citizenship behavior with emotional intelligence. From the study of 114 respondents which includes supervisors and managers. Tugba Korkmaz, Ebru Arpac, 2009 brought also the affect of emotional intelligence on organizational citizenship behavior.

In the research on to identify the effects of Perceived Organizational Support and Leader-Member Exchange on Organizational Citizenship Behavior. The results indicate that there is no support available to medical representatives from their organization. They don't have a very poor relationship with their managers. The behavior they have in the organization is very poor. Perceived Organizational Support and LMX were found to have a significant positive relationship with Organizational Citizenship Behavior. The management must provide the medical representatives with organizational support. They should solve their problems should give them help when they are in need of it so as to motivate them to behave in their organization as a good citizen (Nazim Ali (2009)

Descriptive statistics, t test, Kruskal Wallis test have been used in the analysis of the data which have been collected. Female teachers have more positive point of views about the organizational citizenship behaviors when it is compared to male teachers. From the research it was found that there is positive and meaningful relationship between administrators transformational style and teachers organizational citizenship behavior (Ebru Oguz, 2010)

In their research conducted on the relationships between high-performance human resource (HR) practices and individual outcome variables from a cross-level perspective. It is a mediating factor of job satisfaction and organizational citizenship behavior. (Yu-Chen Wei, Tzu-Shian Han and I-Chieh Hsu, 2010)

In the research conducted on antecedents and consequences of organizational citizenship behavior, a conceptual framework of health sector. The objective of the paper is establish the impact of OCB on various organizational performance .The authors also puts light on the antecedents and its effects on organizational citizenship .Also it described the antecedents of OCB which includes role clarity, leadership, organizational commitment, Organizational justice and individual traits.(Hardeep Chahal, Shivani Mehta,2010)

In their research conducted impacts of five factors such as leadership, personality, structural, cultural and value factor on development of organization citizenship behavior were examined. Results indicate that organization citizenship behavior is high in units and their manager used transformational state, their employee have personality trait such as emotional stability, extraversion, openness, agreeableness and conscientiousness, also their organizational culture was process oriented, employee oriented, have an open system and lose control.The findings in this research shows that how social capital and organizational justice enhance organization citizenship behavior. (Hassan Zarei Matin, Gholamreza Jandaghi and Freyedon Ahmadi ,2010)

The research focuses on the organizational commitment on organizational citizenship behavior.The survey was conducted on 19 firms in korea and shows the positive relationship between organizational commitment and organizational citizenship behavior. (Ki Yeong Lee and Seongsu Kim,2010)

The research was conducted on 60 executives selected from Roots industries,Coimbatore.The research brings out the relationship between organizational citizenship behavior and emotional intelligence.The tools used for assessment were organizational citizenship questionnaire and emotional intelligence questionnaire.(Justine K. James, A. Velayudhan, and S. Gayatri Devi ,2010)

In the research on the relationship of organizational culture and organizational citizenship behavior. The result of the research was based on the hypothesis that was developed to test the relationship between organizational culture and OCB. A model was developed which used to two factors behavioral and structural factors and have an impact on organizational citizenship behavior(Habib Ebrahimpour, Adel Zahed, Ali Khaleghkhah Mohammad Bager Sepehri, 2011)

The research on predicting factors of organizational identity and the effect of this factor on employees organizational citizenship behaviors (OCBs) in service industry and to develop a structural equation model for organizational identity versus organizational citizenship behavior. In this research on organizational citizenship behavior was to examine the relationships of organizational citizenship behaviors, organizational commitments and organizational learning effects.

The research was conducted on the 652 teachers and 131 principals and data was collected through 5 questionnaire .The research was based on Role of procedural justice, trust, job satisfaction, and organizational Commitment in Organizational Citizenship Behavior (OCB) of teachers proposing a modified social exchange model.The research found out that firstly procedural justice and secondly organizational commitment influenced teacher organizational citizenship behavior.. (Hassanreza Zeinabadi, Keyvan Salehi, 2011)

The research on the secondary school teachers which surveyed the relationship organizational justice and organizational citizenship behavior.The tools used for data collection were organizational justice scale, organizational Organization Justice Scale (OJS), Organizational Citizenship Behavior (OCB) and Minnesota Satisfaction Questionnaire (MSQ).The study establishes the positive relation between organizational citizenship behavior and organizational justice.

(O. Fatimah*, A. M. Amiraa and F. W. Halim,2011).

The research focuses on organization citizenship behavior in public and private sector and its impact on job satisfaction. The surveyed was conducted on 200 employees which consisted of managerial and non –managerial staff from both private and public organizations. The results found were that public sector employees have a high level of Organizational citizenship behavior then private sector employees (Dr. Jai Prakash Sharma,2011)

The research establishes the Effect of Job Motivation, Work Environment and Leadership on Organizational Citizenship Behavior, Job Satisfaction and Public Service Quality in Magetan, East Java, Indonesia .The research findings includes the following : (1) job motivation variable has a positive and significant behavior (OCB); (2) work environment has positive and significant effect on OCB; (3) leadership variable has positive and significant effect on OCB; (4) job motivation variable has no significant effect on job satisfaction; (5) work environment variable has no significant effect on job satisfaction; (6) leadership variable has no significant effect on job satisfaction; (7) OCB is positively and significantly associated with job satisfaction; (8) job satisfaction variable is positively and significantly correlated with quality of public service at the Magetan District government (Budiyanto and Hening Widi Oetomo,2011)

In their research conducted on the relationship between organizational justice and organizational citizenship behavior. The survey was conducted on 250 randomly selected employees of Islamic Azad University, Tehran Science & Research Branch through two questionnaire organizational justice containing 21 questions based on three components of distributive, procedural, and interactional justice and organizational citizenship behavior containing 12 questions, which was according to 5 points Likert scale (from 1=strongly disagree to 5=strongly agree). The finding of this research indicated that more perception towards organizational justice higher organizational citizenship behavior is generated. The research findings showed that procedural organizational justice includes two structural (formal procedural features) and interpersonal (the way to treat people when enforcing procedures) dimensions. It is indicated in their research more the employees perceive organizational justice more are they involved in organizational citizenship behavior (Parivash Jafari, Shabnam Bidarian,2012)

In the research conducted on the effects of LMX on employee conceptualizations, a multi faceted model of employee conceptualizations of organizational citizenship behavior was tested which comprised of role breadth, instrumentality, perceived leader expectations. The model is tested to mediate the relationship between LMX and organizational citizenship behavior. That both role breadth and perceived instrumentality have been shown to contribute to employees organizational citizenship behavior suggests that organizations intent on promoting organizational citizenship behavior among their employees should adopt management practices that can broaden their employees work roles and establish clear links between employee organizational citizenship behavior and rewards. Consistent with past research, the positive relationship between LMX and organizational citizenship behavior suggests the need for improving LMX quality. That the effects of LMX on organizational citizenship behavior were mediated by employees' conceptualizations of organizational citizenship behavior further suggests that organizational leaders should: a) clearly communicate their organizational citizenship behavior performance expectations to their subordinates; b) establish clearer links between organizational citizenship behavior and rewards; c) build affective bonds with their followers, as a means to internalizing their subordinates' commitment and getting them to define their work roles more broadly to include organizational citizenship behavior (Changquan Jiao, Richard D.Hackett)

In their research conducted on the growing literature on discretionary behaviors by studying the antecedents of

taking charge behaviors and organizational citizenship behavior in a joint analysis. The results of our research suggest that challenging-promotive (TCB) and affiliative-promotive (OCB) behaviors are more likely to occur when employees are committed with the organization. Therefore, OCB and TCB share an antecedent, affective commitment. In addition, by successfully recruiting employees high in openness to experience and showing with concrete actions that the organization values innovation, it is likely that employees will start performing change-oriented behaviors (Pablo Escribano, Alvaro Espejo)

In the research conducted on organizational citizenship behavior, a domain specification for middle range theories. The three classes of organizational citizenship behavior and associated domains will provide the bases for the development of more specific theoretical models. Second, typically examined organizational citizenship behavior antecedents satisfaction, fairness assessment and commitment which have yielded inconsistent results in prior studies form major antecedents in the three distinct domains. In effect, these domains may serve as nuclei for middle range theories of organizational citizenship behavior (Steve H. Barr, Badrinarayan S. Pawar)

In the research conducted on conceptual model of organizational citizenship behavior towards sustainability. The study identifies the key determinants of OCBS, sustainability culture, leadership support, organizational commitment. Organizational citizenship behavior towards sustainability has the potential to resolve conflict at the organizational, financial, and environmental level while creating organization's capability to meet multiple stakeholders towards organizational, financial, environmental equity (Dhiman Deb Choudhary)

In their researches conducted on a comprehensive model for development of organizational citizenship behaviors. The research focuses on clearly defining all of the factors that affect OCB. The finding of the study includes that positive work climate, organizational resources, employees personality, organizational culture are all related to OCB (Mohd Zabihi, Reihaneh, and Elaheh Hashemzeh)

The research was conducted to investigate the organizational citizenship behavior and dimensions of personality among the staff of Tehran University. The research findings showed a significant relation between OCB and personality dimensions. It also indicates that personality dimensions as the basic input of human is one of the strongest predictors of organization citizenship behavior. The findings of research show that: Tehran university staffs are in high level concerning organization citizenship behavior and personality dimensions. Personality dimensions of consciousness, agreeableness and openness are strong predictors of organization citizenship behavior (Rouholla Mahdioun, Mohammad Ghahramani, Ali Rezaii Sharif, 2010)

In the research to investigate the relationship among organizational citizenship behavior. The data was collected with the help of questionnaire. The results of the study confirm that organizational citizenship behavior has an effect on teachers self esteem. The impact of organizational citizenship behavior on self-esteem may be attributed to the fact that teachers who give their best in their work and have proactive interpersonal, cooperative and helping behavior are more likely to believe in themselves and view themselves as being important and worthwhile. It seems that the results have a significant positive relationship between organizational citizenship behavior and self-esteem. This study adds to the growing body of knowledge and research on self esteem as well as organization citizenship behavior focusing on physical education teachers (Hassan Fahim Devin, Zahra Zohoorian, Hossein Peymanizad, Mohammad Ali Sane, 2012)

In their research to investigate the organizational citizenship behavior among physical education teachers in

Zanjan-Iran. 215 people were selected randomly considering the share of each category.. The research findings indicated good organizational citizenship behavior among physical education teachers in Zanjan. The findings of this research also show that women enjoyed a higher average organizational citizenship behavior than men(Saeed Yarmohamamadi Monfared ,S.Hosseini Mousavi ,S.N Sajjadi,Akbar Heidary,2011)

The research studied the relationship between employees sense of organizational justice and organizational citizenship behavior in private enterprises. A survey of 200 employees of private enterprises showed sense of organizational justice has a positive prediction role on employee organizational identification, organizational identification positively promotes employees' organizational citizenship behavior and the organizational identification plays an intermediary role on relationship between organizational justice and organizational citizenship behavior. Based on organizational justice theory, organizational citizenship behavior is codes on the balance of employees gains and losses, whose increase and decrease are all to reduce sense of unfairness (Wang Guangling, 2011)

In their research on this study was designed to test and analyze the causal relationships between job motivation, work environment, leadership, organizational citizenship behavior (OCB), job satisfaction and quality of public services in Magetan district government. The surveyed was conducted on 270 civil servants working at the Magetan District government. The data analyses using the Structural Equation Modeling with Partial Least Square program. Through the research it was found that motivation of employee has a positive and significant effect on organizational citizenship behavior (OCB); work environment has positive and significant effect on OCB; leadership skills has positive and significant effect on OCB; job motivation has no significant effect on job satisfaction; work environment variable has no significant effect on job satisfaction; leadership variable has no significant effect on job satisfaction; OCB is positively and significantly associated with job satisfaction; job satisfaction variable is positively and significantly correlated with quality of public service at the Magetan District government. (Budiyanto and Hening Widi Oetomo,2011)

This research was based on the survey based on 400 respondents which studied on mediating role of "organizational citizenship behavior" (OCB) in the relationship between "transformational leadership", "transactional leadership", and "ethical leadership" and performance., the results showed that different factors affect performance, among which transformational leadership and transactional leadership has a significant impact on performance through OCB(Cheng Ling Tai, Che-Ming Chang, Jhao-Yu Hong, Li-Chun Chen,2012).

The research investigates the direct effect of organizational stress on organizational citizenship behavior. A sample of 402 operators was taken from business process outsourcing firms in north India. The research found the organizational stress negatively related to organizational citizenship behavior(Ajay K. Jain, Cary L. Cooper ,2012)

In their research purpose to analyze the level of Emotional Intelligence and Organizational Citizenship Behavior among middle management employees in the Malaysian manufacturing sector. A total of 536 employees from different organizations and industries took part in this survey. Based on the descriptive analysis, employees in some industries tended to have a lower level of emotional intelligence and organizational citizenship behavior(Susan tee Suan chin, R.N Anantharaman,and David yoon kin tong).

In their research which was conducted in the Babol aimed to analyze the relationships among Organizational Commitment (OC) components and employees' extra-role behavior which is known as Organizational Citizenship Behavior (OCB). There were 300 employees in 47 branches of "Iran Insurance". According to Krejcie and Morgan (1970),

the minimum number of sample size was determined as 169 employees. A total of 275 questionnaires were distributed among the employees and 190 usable questionnaires were returned. The findings of the research show that affective commitment, normative commitment have a significant influence on organization citizenship behavior. As AC and NC increase so will organizational citizenship behavior increases. Thus, managers of organizations should provide appropriate workplace for employees to develop employees' AC and NC to organizations which contribute to developing the organization citizenship behavior of employees (Seyed Mehdi Mousavi Davoudi, 2012).

In the research investigates the effect of job involvement, affective organizational commitment, and collectivism on organizational citizenship behavior (OCB) using data collected from 131 professors and clerical workers in a private Japanese university. The results showed that job involvement had a significantly positive relationship on civic virtue and helping behavior, and affective organizational commitment had a significantly positive effect on helping behavior and sportsmanship. Collectivism also positively influenced civic virtue and helping behavior. (Yutaka Ueda)

In their research to measure the relative contribution of perceptions of procedural justice towards predicting organizational citizenship behavior controlling for the effects of job satisfaction and organizational commitment. Employees who demonstrate conscientiousness towards work, try to prevent problem with employees, inform others before taking important actions and refrain others from complaining about work likely to do so as organization is treated in a fair manner

The study establishes that there is a significant relationship between the organizational climate and OCB so it's the core responsibility on the part of the organization to maintain an harmonious environment so that the employees not only perform their main roles but also extend an helping hand to the organization in the form of OCB (Madiha Rehman Farooqui, 2012)

In the research investigate the relationship between job satisfaction and Organizational Citizenship Behavior (OCB) of the personnel at one university hospital in Thailand. The result of the present study showed that was positively related to job satisfaction. It was indicated that if the personnel were satisfied with their job at the high level, they also expressed their behaviors, which enhanced the efficient organizations to reach the high level as well. Thus, the executives should promote the factors that encouraged the personnel to be satisfied, especially, pay factor and promotion factor, the result of the present study showed that the personnel satisfied with these factors were trivial nevertheless, promotion factor was not related to OCB but advocating opportunities for promotion that to respond the basic needs of human (Bhusita Intaraprasong, Warunee Dityen, Peera Krugrunjit).

In the Researches conducted on a comprehensive model for development of organizational citizenship behaviors. The research focuses on clearly defining all of the factors that affect OCB. The findings of the study include that positive work climate, organizational resources, employees personality, organizational culture are all related to organizational citizenship behavior (Mohd Zabihi, Reihaneh, and Elaheh Hashemzeh)

CONCLUSIONS

In their research conducted to develop such a measure for Indian culture. The research design involves three broad stages: Item generation, scale development and assessment of reliability and validity of the scale. Full-time employees of various service organizations participated in the study. It is expected that the scale will serve as a useful tool for researchers and practitioners in the field of organization behavior (Kuldeep Kumar, Arti Bakhshi).

REFERENCES

1. Ajay K. Jain , Cary L. Cooper(2012): *Stress and organizational citizenship behaviors in Indian business process outsourcing organizations*, IIMB Review 24, pp155-163.
2. Bateman T.S& Organ D.W(1983)*Job satisfaction and the good soldier: The relationship between affect and employee citizenship* ,Academy of management Journal,26,587-595.
3. Bhusita Intaraprasang, Peera Krugkrunit (2012): *Job satisfaction and organizational citizenship behavior of personnel at University Hospital in Thailand* ,Journal of Medicine Associates Thailand ,Vol5.
4. Budiyo and Hening Widi Oetomo(2011): *The Effect of Job Motivation, Work Environment and Leadership on Organizational Citizenship Behavior, Job Satisfaction and Public Service Quality in Magetan, East Java, Indonesia*, World Academy of Science, Engineering and Technology
5. Chang, Chi-Cheng, Tsai, Meng-Chen, Tsai, Meng-Shan(2011): *The Organizational Citizenship Behaviors and Organizational Commitments of Organizational Members Influences the Effects of Organizational Learning*, International journal of trade ,Economics and trade vol2,no1.
6. Cheng Ling Tai, Che-Ming Chang Jhao-Yu Hong, Li-Chun Chen(2012):: *Alternative models for the relationship among leadership, organizational citizenship behavior, and performance study of new product development teams in Taiwan*, Elsevier.
7. Dennis W. Organ and Katherine Ryan (1995): *A meta-analytic review of attitudinal and dispositional factors of organizational citizenship behavior*, pp48
8. Dishan kamdar, Dainel J. Mc Allister(2006): *"All in a day work" How follower individual differences and justice perceptions predict organizational citizenship behavior role definitions and behavior*, Journal of applied psychology Vol91, No 4, pp841-855.
9. Dr. Jai Prakash Sharma(2011): *Organizational Citizenship Behavior in Public and Private Sector and Its Impact on Job Satisfaction: A Comparative Study in Indian Perspective*, International journal of Business and Management, Vol6, No1.
10. Ebru Oguz(2010): *The relationship between the leadership styles of the school administrators and the organizational citizenship behaviors of teachers*, Elsevier, 1188-1193.
11. Elena Belogolovsky, Anit Somech (2010): *Teachers' organizational citizenship behavior: Examining the boundary between in-role behavior and extra-role behavior from the perspective of teachers, principals and parents*, Elsevier 26 (2010) 914-923
12. Elizabeth Wolfe Morrison(1994): *Role Definitions and Organizational Citizenship Behavior: The Importance of the Employee's Perspective*, Academy of management journal ,Vol 37, No 6, PP 1543-1567.
13. George A. Neuman , Jill R. Kickul(1998): *the effects of personality variables as antecedents in predicting Organizational Citizenship Behaviors (OCBs)* ,Journal of Business and psychology, vol1.
14. Guven Ozdem(2012): *The relationship between the organizational behavior and organizational and professional commitments of secondary school teachers*, Journal of Global Strategic Management.
15. Habib Ebrahimpour, Adel Zahed, Ali Khaleghkhah Mohammad Bager Sepehri(2011): *A survey relation between organizational culture and organizational citizenship behavior*, 1920-1925.
16. Hardeep Chahal and Shivani Mehta (Oct 2010-March 2011): *Antecedents and consequences of organizational citizenship behavior :a conceptual framework in reference to Health Care sector*,

17. Harry Charles Devasagayam(2013):*Organizational Citizenship Behavior of Distributed Teams: A Study on the Mediating Effects of Organizational Justice in Software Organizations*, *International Journal of Scientific & Engineering Research*, Volume 4, Issue 1.
18. Hassan Fahim Devin,Zahra Zohoorian, Hossein Peymanizad, Mohammad Ali Sane(2012): *Investigating the relationship between organizational citizenship behavior and self-esteem among physical education teachers*, Elsevier.
19. Hassan Zarei Matin, Gholamreza Jandaghi and Freyedon Ahmadi(2010): *A comprehensive model for identifying factors impacting on development of organizational citizenship behavior*, *African journal of business management*, Vol. 4(10), pp. 1932-1945.
20. Hassanreza Zeinaabadi (2010):*Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior of teachers* ,*Procedia Social and Behavioral Sciences*,998-1003.
21. Hassanreza Zeinabadi &Keyvan Salehi :*Role of procedural justice, trust, job satisfaction and organizational commitment in OCB teachers :Proposing a modified social exchange model*, *Procedia social and behavioral sciences* 29(2011),1472-1481.
22. JACQUELINE AM, COYLE-SHAPIRO:*A psychological contract perspective on organizational citizenship behavior*, *Journal of Organizational Behavior* 23, 927–946 (2002).
23. Jeffrey A. LePine and Amir Erez and Diane E. Johnson(2002): *The Nature and dimensionality of Organizational Citizenship Behavior: A Critical Review and Meta-Analysis*, *Journal of Applied Psychology*, Vol. 87, No. 1, 52–65.
24. Justine K. James, A. Velayudhan, and S. Gayatri devi(2010):*Organizational citizenship behavior and emotional intelligence of corporate executives* ,*Journal of Indian academy of applied psychology*, Vol36, No2 pg 262-267.
25. Ki Yeong Lee and Seongsu Kim(2010): *The Effects of Commitment-Based Human Resource Management on Organizational Citizenship Behaviors: The Mediating Role of the Psychological Contract*, *World Journal of Management* Vol.2, No.1, Pp.130-147.
26. Ki Yeong Lee and Seongsu Kim: *The Effects of Commitment-Based Human Resource Management on Organizational Citizenship Behaviors: The Mediating Role of the Psychological Contract*, *World Journal of Management* Vol.2, No.1 March2010, Pp.130-147.
27. Kuldeep Kumar, Arti Bakhshi: *Organizational citizenship behavior in India –A development of a scale*, *International journal of organizational behavior* ,VoL13,no1.
28. Locke, E.A(1976):*The nature and causes of job satisfaction* .In M.D.Dunnette(Ed) *handbook of industrial and organizational psychology*(pp 1293-1349):Rand McNally.
29. Madiha Rehman Farooqui(2012):*Measuring organizational citizenship behavior (OCB) as a consequence of organizational climate (OC)* ,*Asian journal of business management*,pg 294-302.
30. Mathieu J.L(1991): *A cross level non recursive model of the antecedents of organizational commitment and job satisfaction*, *Journal of Applied Psychology*,76,607-618.
31. Meredith Elaine Babcock –Roberson, Oriel J Strickland (2010): *The Relationship Between Charismatic Leadership, Work Engagement, and Organizational Citizenship Behaviors*, *the journal of psychology*, pp 313-326.
32. Mitchell TR, Lason JR(1987):*People in organization* 3rd Ed New york Mc-Graw Hill.
33. Modway, R.T Steers ,R.M& Porter L.W(1979): *The measurement of organizational commitment* ,*Journal of vocational behavior*,14(2),224-247.

34. Mohd Zabihi, Reihaneh, and Elaheh Hashemzahi: A Comprehensive model for development of organizational citizenship behavior,
35. Moorman, R.H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76: 845-855.
36. Nazim Ali(2009): Effects of perceived organizational support and leader –member exchange on organizational citizenship behavior ,Vol3 No 2.
37. Ngunia S,Sleegers P&Denessen E(2006):Transformational and transactional leadership effects on teachers job satisfaction ,organizational commitment and organizational citizenship behavior in primary schools :The Tanzannian Case School effectiveness and school improvement,17(2),145-177.
38. O. Fatimah, A. M. Amiraa and F. W. Halim: The Relationships between Organizational Justice, Organizational Citizenship Behavior and Job Satisfaction, *Pertanika J. Soc. Sci. & Hum.* 19 (S): 115 - 121 (2011).
39. Organ D.W,Ryan ,K(1995):A meta –analytic review of attitudinal and dispositional predictors of organizational citizenship behavior .*Personnel Psychology*,48,775-802. *Organizational Justice and Organizational Citizenship Behavior in Private Enterprises*, Elsevier.
40. Oscar Buentello ,Jr ,Joo Jung ,Jun Sun :Exploring the casual relationship between organizational citizenship behavior ,total quality management and performance, University of Texas.
41. Parivash Jafari, Shabnam Bidarian(2012): The relationship between organizational justice and organizational citizenship behavior, Elsevier, 1815 – 1820.
42. Patrick D Dunlop and Kibeom Lee(2003): Workplace deviance, organizational citizenship behavior, and business unit performance: the bad apples do spoil the whole barrel, *journal of organizational citizenship behavior*,25,pp67-80
43. Philip Podsakoff ,Scott B, MacKenzie and William H Boomer(1996): Transformational Leader Behaviors and substitutes for leadership as determinant of employee satisfaction,commitment,trust and organizational citizenship behavior, *Journal of Management*,Vol22,No 2,259-298.
44. Pod&off, P.M., MacKenzie, S.B., Moorman, R.H. & Fetter, R. (1990)Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors, *Leadership Quarterly*, 1: 107-142.
45. Podsakoff P.J&Bline,D.M(1997):Using structural equation modeling to investigate the causal ordering of job satisfaction and organizational commitment among staff accountants ,*behavioral research in accounting* ,19,154-165.
46. Podsakoff P.M,Mackenzie ,S.B,Paine ,J.B.Bacharach ,D.G(2000) Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research ,*Journal of Management* ,26,513-63.
47. Podsakoff, P.M., MacKenzie, S.B. & Fetter, R. (1993). Substitutes for leadership and the management of professional, *Leadership Quarterly*, 4: 1-44.
48. Podsakoff,P.M,Mackenzie,S.B,Paine,J.B&Bachrach,D.G(2000).Organizational citizenship behaviors: A critical review of the theoretical and empricial literature and suggestions for future research ,*Journal of management* ,26,513-563.
49. Richard Mc Bain (2004): Developing organizational citizenship behavior,Henley Manager Update ,Vol 16,No2.
50. Rick D.Hackett,Laurent M.Lapierre (2004): A meta analytical explanation of the relationship between LMX and OCB,*Academy of management review*.

51. Robert H. Moorman, Brian P. Niehoff and Dennis W. Organ (1993): Treating employees fairly and organizational citizenship behavior: Sorting and effects of job satisfaction, Organizational Commitment, Procedural justice.
52. Robert H. Moorman and Gerald L. Blakely (1995): Individualism and collectivism as an individual difference predictor of organizational citizenship behavior, Journal of organizational behavior, Vol 16, pp 127-142.
53. Robert H. Moorman and Gerald L. Blakely (1995): Individualism and collectivism as an individual difference predictor of organizational citizenship behavior, Journal of organizational behavior, Vol 16, 127-142.
54. Rouholla Mahdion, Mohammad Ghahramani, Ali Rezaii Sharif (2010): Explanation of organizational citizenship behavior with personality, Elsevier, 178-184.
55. Sadiya Tayyab (2005): Organizational citizenship behavior: Validating factorial structure and invariance among employees, Journal of the academy of applied psychology, Vol 31, No 1-2, pg 49-64.
56. Saeed Yarmohamamadi Monfared, S. Hossein Mousavi, S. N. Sajjadi, Akbar Heidary (2011): Assessing organizational citizenship behavior among physical teachers in Zanjan-Iran, Elsevier.
57. Seyed Mehdi Mousavi Davoudi: Organizational commitment and extra-role behavior: A survey in Iran's Insurance Industry, Journal of Business Systems, Governance and Ethics, vol 7 No 1.
58. Susan Tee Susan Chin, R. N. Anatharman and David Yoon Kin Tong: Emotional intelligence and organizational citizenship behavior of manufacturing sector employees: An analysis, Multimedia University, Malaysia, Pg 107-125.
59. Tugba Korkmaz, Ebru Arpac (2009): Relationship of organizational citizenship behavior with emotional intelligence, Elsevier.
60. Wang Guangling (2011): The Study on Relationship between Employees' Sense of organizational justice and organizational citizenship behavior in private enterprises, Elsevier.
61. Yu chen Wei, Tzu-Shian Han, Chen Hsu: High performance HR practices and organizational citizenship behavior: Across level investigation of causal path, The international journal of Human resource management, vol 21, No 10, 1631-1648.